EMBRACING THE NEXT NORMAL
HOW TO RESPOND TO UNCERTAINTY

RAPID RESPONSE TEAMS:

Forming a Rapid Response team will allow you to identify changing conditions, streamline decision-making, and help you lead, rather than react, during trying times.

- Leadership responsible for determining roles in a rapid response team
- Team size depends on your business (typically 8-12 people)
- Help navigate with urgency and be proactive in response to these changes, both publicly and operationally

ASSEMBLING A RAPID RESPONSE TEAM

IDENTIFY ROLES

Identify a core subset of the team to lead and drive project management for the response, while allocating others across various, yet distinct workflows.

Once settled, bring in ancillary functions (ex. graphic design, comms) as needed.

SET GUIDING PRINCIPLES

Examples:

"Progress over perfection," "service to our customers comes first," and "don't make assumptions"

Utilize existing company values or guidelines (ex. communication guidelines) to supplement the rapid response team's principle

DETERMINE RESPONSE CRITERIA

"What types of disruption necessitate a response?"

PROVIDE A "WOBBLY" ARCHITECTURE

Too much structure can limit the speed in response. Being too flexible will lead to inconsistent approaches and outputs.

Having a set of values or guiding principles for how the team operates in a disruption provides the right amount of "wobbly" structure, while not stifling team performance.

OUTLINE OBJECTIVES IN PHASES

Detail objectives and tactics against publicly accepted phases and utilize existing project management cycles.

As phases transition, bring in different stakeholders and accept decelerating work streams as necessary. Your 'wobbly' structure should enable this flexibility.

STAY IN TUNE WITH FEEDBACK

Set up frequent check-ins with internal teams and initiate feedback tools to hear from your customers, particularly as the disruption evolves. This includes:

- Pulse surveys
- Landing pages
- In-person conversations

Because the outputs of each rapid response will be different, simply make sure you're getting feedback from those on the ground.